

## Multipliers vs Diminishers

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Recently I went to a workshop by Liz Wiseman who wrote the book, Multipliers and I found myself thinking about my growth as a leader as well as the leaders I coach. Liz talks about leaders as multipliers and diminishers. The table below shows how she compares leaders. And we all know how we grow when we work for or with a multiplier and how we shrink when we work for or with a diminisher. That all makes sense. And we all want to be multipliers, right? What Liz has discovered is that many of us have been or are now accidental diminishers. We never intended to take the stage, put others down, etc. We just didn't know better. You know, those times when we had the best idea, we told others what to do because we were the expert, we took over a project because it seemed to be dragging. Our intentions were to help.

When I became a manager of managers, I had one of my direct reports, Sherry, say to me, "Liz, I don't need you to solve my problems, I am quite capable of doing that." I was dumbfounded. I was trying to help (and I was an excellent problem solver). I asked her what she needed from me, if it was not problem solving. Sherry said that what she needed from me was support, advocacy and to help her with her blind spots. She was telling me that I was a diminisher and I can't thank her enough for the feedback. I remember going back to my office and thinking about that (after I got over the embarrassment of being a "bad boss") and immediately changed my leadership approach.

So, think about how and when you multiply and diminish. What do you need to stop doing to become a stronger leader? What do you need to start doing. Oh, and read Liz's book!

### THE 5 DISCIPLINES OF THE MULTIPLIERS

<i>Diminisher</i>		<i>Multiplier</i>	
<b>The Empire Builder</b>	Hoards resources and underutilizes talent	<b>The Talent Magnet</b>	Attracts talented people & uses them at their highest point of contribution
<b>The Tyrant</b>	Creates a tense environment that suppresses people's thinking and capability	<b>The Liberator</b>	Creates an intense environment that requires people's best thinking & work
<b>The Know-It-All</b>	Gives directives that showcase how much they know	<b>The Challenger</b>	Defines an opportunity that causes people to stretch
<b>The Decision Maker</b>	Makes centralized, abrupt decisions that confuse the organization	<b>The Debate Maker</b>	Drives sound decisions through rigorous debate
<b>The Micro Manager</b>	Drives results through their personal involvement	<b>The Investor</b>	Gives other people the ownership for results & invests in their success